

Warwickshire County Council

Integrated Delivery Plan to support the Council Plan



Our ambition for Warwickshire

Three strategic priorities



We want Warwickshire to have a **thriving economy and places** that have the right jobs, skills, education, and infrastructure.



We want to be a County where all **people can live their best lives**; where communities and individuals are supported to live safely, healthily, happily and independently.



We want to be a **County with a sustainable future** which means adapting to and mitigating climate change and meeting net zero commitments, so that our generation ensures future generations can live well and reap the benefits of a sustainable and thriving Warwickshire.

Seven areas of focus



Create vibrant places with safe and inclusive communities



Deliver major infrastructure, digital connectivity and improved transport options



Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills



Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero



Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children



Through education, improve life opportunities for children, young people and those with special educational needs and disabilities



Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities

To make this happen, we will be a great Council and partner: One which harnesses community power, uses data and digital solutions to improve service efficiency and is a great organisation to work in with outstanding leadership and a talented agile workforce.

How to view the Integrated Delivery Plan

Our two-year integrated delivery plan brings together and shows the work taking place across the Council to deliver outcomes against the 7 Areas of Focus.

It includes key elements of our service business plans for the next financial year 2022-23, along with our change projects and key capital priorities.

Our integrated delivery plan also links to the performance framework approved by Cabinet on 10 March 2022 which demonstrates how the work we are doing “shifts the dial” on the key metrics that underpin the Council Plan.



Create vibrant places with safe and inclusive communities

Our objectives from the Council Plan 2022-27:

- Working with our communities and partners to reimagine our town centres and create vibrant, quality neighbourhoods that enhance people's lives, strengthen their sense of belonging and generate pride in our diverse places.
- Helping residents to feel safer by working with partners to reduce crime and anti-social behaviour.
- Reducing domestic abuse and violence, and supporting victims.
- Developing and embedding joined-up approaches to fire prevention, protection and response.
- Our Fire and Rescue Service will deliver prevention, protection and response activities and will enhance its performance through developing a workforce that better reflects our communities.
- Promoting road safety and reducing the level of fatalities and serious injuries.
- Building on our COVID-19 response by working with partners to create and embed volunteering opportunities and support our voluntary and community organisations to increase local and social activities.

Our Key Business Measures for this Area of Focus

<ul style="list-style-type: none">• No. of schools engaged in violence prevention Whole Schools Approach• % complaint satisfaction with Trading Standards action• No. of Domestic Abuse Incidents reported to the Police	<ul style="list-style-type: none">• No. of fire related deaths• No. of fire related injuries• % times an appliance arrives at life risk or property incidents within agreed response standards	<ul style="list-style-type: none">• No. of Road Traffic Collisions attended by WFRS• No. of KSI collisions saved at sites where casualty reduction schemes have been implemented• % adults doing voluntary work in last 12 months
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No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
1.1	Develop our Levelling-Up plan to address inequalities across the County and to include actions to support vibrant places with safe and inclusive communities.	2022/23	Governance & Policy	Leader of the Council
1.2	<p>Create a pipeline of projects and initiatives across the county to develop neighbourhoods and generate pride in our localities to include:</p> <ul style="list-style-type: none"> Identify and invest in revitalising those town centres which are a priority based on our approach to Levelling-Up with priority actions determined. Create a plan to build on the role of libraries as community hubs and explore opportunities to expand the community hub model of delivery. 	During 2022-24	<p>Communities</p> <p>Business & Customer Services</p>	Economy & Place / Transport & Planning
1.3	<p>Continue to deliver the Transforming Nuneaton regeneration programme, including:</p> <ul style="list-style-type: none"> Finalising plans to redevelop Vicarage Street with planning permission secured and contractor appointed. Implementing highway improvement schemes with the first scheme on site during 2022/23. Developing plans for a new library, culture and community hub in Nuneaton with planning permission secured and contractor appointed. 	During 2022/23	<p>Communities / Environment Services</p> <p>Business & Customer Services</p>	Economy & Place / Transport & Planning
1.4	Improve sites and facilities for Gypsy and Traveller communities through a programme of capital works to Council owned sites.	2022-24	Environment Services	Environment, Climate & Culture
1.5	<p>Implement a rolling programme of road safety improvements to address the top accident cluster sites in the County. This will include pedestrian schemes, speed camera pilots, casualty reduction roundabout schemes and road safety education initiatives.</p> <p>https://www.warwickshire.gov.uk/roadsafety</p>	2022-24	Communities / Environment Services	Transport & Planning / Fire & Rescue & Community Safety
1.6	<p>Work with partners to prevent violence, serious & organized crime, modern slavery & human trafficking, reducing reoffending, exploitation and rural crime to to meet the outcomes set by the relevant strategies and delivery plans as approved by the Safer Warwickshire Partnership Board. https://safeinwarwickshire.com/</p>	2022/23	Environment Services	Fire & Rescue and Community Safety

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
1.7	Develop and co-produce a Violence Against Women and Girls Strategy and Delivery Plan, deliver new refuge provision and deliver enhancements to support services for those impacted by domestic abuse.	During 2022/23	People Strategy & Commissioning	Fire & Rescue & Community Safety
1.8	Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan to include: <ul style="list-style-type: none"> ○ Develop our Prevention and Protection strategy action plans and implement a new risk-based inspection programme. ○ Improve the understanding of Equality, Diversity and Inclusion across our Warwickshire Fire & Rescue Service including undertaking a cultural audit, staff engagement, training and a review of fire station facilities. ○ Deliver new firefighter training sites to upgrade our facilities. ○ Achieve a positive reinspection outcome by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). 	By 2024 During 2022/24 By May 2023 By March 2023	Chief Fire Officer	Fire & Rescue and Community Safety
1.9	Bring together and embed our work on Volunteering with our approach to harnessing Community Power to support our voluntary and community organisations to increase local and social activities (see Harnessing Community Power section 8.5).	During 2022/23	Business & Customer Services	Customer & Transformation / Environment Climate & Culture



Deliver major infrastructure, digital connectivity, and improved transport options

Our objectives from the Council Plan 2022-27:

- Creating a long-term Infrastructure Strategy across the County and implementing our new capital management framework.
- Creating opportunities for investment to provide homes, including the priority worker help to buy scheme, commercial premises and infrastructure in the County through the new Warwickshire Property and Development Group.
- Investing in property and infrastructure through the Warwickshire Recovery and investment fund, to encourage business development and growth and create jobs.
- Delivering on the new Local Transport Plan, enhancing our transport network to support health, well-being and sustainability. This Plan will prioritise active travel, implementing electric vehicle technology and refreshed public transport options for our residents.
- Rolling out Full Fibre and 5G connectivity across Warwickshire with a priority focus on areas, particularly rural ones, that are hard to reach.
- Prioritising renewable energy and infrastructure.

Our Key Business Measures for this Area of Focus

• No. of properties better protected from flooding	• % Company Borrowing profile Warwickshire Property & Development Group	• % of all capital schemes completed on time and on budget
• Local Transport Plan effectiveness measures	• WPDG business results & WRIF return on investment measures	• No. of projects seeking member approval to changes in cost, time, scope or risk
• Delivery of Infrastructure pipeline	• Gross Warwickshire Recovery & Investment Fund lending (£)	• No. of schools signed up to our Safe and Active Programme
• % of site specific business cases approved for Warwickshire Property & Development Group	• Commercial effectiveness	

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
2.1	Develop an infrastructure strategy and create a supporting action plan that sets out our priority infrastructure opportunities and schemes across Warwickshire.	September 2022	Commissioning Support / Communities	Transport & Planning
2.2	Support our subsidiary property company, Warwickshire Property and Development Group to: <ul style="list-style-type: none"> Enter into a Joint Venture (JV) Partnership to deliver homes across the county Provide flexible ownership models for priority workers with the first scheme/s identified, if viable. Identify land acquisition opportunities to support our plans for new homes, business development and growth in the county. Deliver the first scheme in Southam to create a number of business units in support of our economic growth ambitions. 	During 2022/23	Enabling Services with Finance / Governance & Policy / Communities	Finance & Property
2.3	Deliver a refreshed Local Transport Plan (LTP4) for Warwickshire that sets out the priority areas for the County's transport policies and strategies around the themes of Wellbeing, Environment, Place and Economy. https://ask.warwickshire.gov.uk/insights-service/ltp-themes/	Further consultation during 2022	Communities	Transport & Planning
2.4	Implement 6 new planned Cycle schemes (subject to planning and land consents) across Warwickshire, with construction either completed or underway, to support an improved network of cycle and pedestrian facilities and promote sustainable travel choices. https://www.warwickshire.gov.uk/cycling/developing-warwickshires-cycle-network	During 2022/23	Communities & Environment Services	Transport & Planning / Environment, Climate & Culture
2.5	Deliver priority Road schemes that will make it easier to travel around the County including: <ul style="list-style-type: none"> A new signalised gyratory at the Stoneleigh junction on the A46. Opening up the existing Bermuda Bridge over the A444 to two-way traffic delivering additional highway capacity and improved connectivity between West Nuneaton and Griff Roundabout. 	During 2022-24	Communities / Environment Services	Transport & Planning

	<ul style="list-style-type: none"> ○ Improvements to the Europa Way corridor in Leamington Spa / Warwick to improve connectivity to the M40, reduce congestion and support local development. 			
2.6	<p>Work with our partners to encourage the expansion of 4G and 5G coverage across Warwickshire, aiming for connectivity by 2025:</p> <ul style="list-style-type: none"> ○ 85% of premises are gigabit connected ○ 100% of areas have 4G coverage (including rural locations) ○ 60% of urban areas have 5G coverage ○ 99% of areas have access to Broadband superfast 	By 2025	Communities	Economy & Place
2.7	Investigate our approach to renewable energy as part of the development of the sustainable futures strategy.	By October 2022	Commissioning Support Unit / Communities	Environment, Climate and Culture
2.8	Deliver a refreshed and more strategic approach to managing our capital spend within the Council by implementing a new capital operating model to include reviewing and enhancing our approach to capital decision making, assurance and risk and streamlining our capital systems and performance reporting.	During 2022/23	Finance	Finance & Property



Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills

Our objectives from the Council Plan 2022-27:

- Supporting investment, sustainable growth and future employment opportunities through our £140 million Warwickshire Recovery and Investment Fund.
- Creating the conditions and helping support new businesses to start, scale and grow to power the Warwickshire economy.
- Maintaining forward momentum to support future economic shifts and build on opportunities such as the move to green technologies, developments in automation and anticipating future societal trends.
- Working with our partners and businesses to transition towards a goal of decarbonising the Warwickshire economy.
- Working with our world class universities on research and development to power growth and innovation.
- Creating the conditions to ensure there are well-paid jobs in the County and developing the future skills that our priority sectors need to be successful.
- Attracting inward investment into Warwickshire, promoting the County nationally and internationally as a great place to do business.
- Attracting tourism and maximising the benefits of Warwickshire's magnificent heritage, culture and visitor economy.
- Promoting and supporting regeneration to create prosperity and opportunities for growth, particularly in places with the lowest social mobility

Our Key Business Measures for this Area of Focus		
<ul style="list-style-type: none"> No. of apprenticeships created through WCC support % Business Centre Occupancy Rate % people employed in our key priority sectors No. of successful Foreign Direct Investment projects 	<ul style="list-style-type: none"> Value (£) of external funding secured by WCC to support Council priorities Value (£) of external funding secured by WCC & partners to support Council priorities Value (£) of investment secured by Warwickshire businesses as a result of WCC funded business support activities 	<ul style="list-style-type: none"> Total visitor related spend (£) Measures on future skills No. of grant funding applications supported for the delivery of the Regeneration & Place Shaping initiatives

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
3.1	<p>Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in the county and review the impact of the loans on the:</p> <ul style="list-style-type: none"> ○ Number of businesses supported ○ Level of private sector investment levered ○ Number of jobs safeguarded ○ Number of new jobs created ○ GVA increase ○ Amount of land and development enabled 	During 2022/23 and 2023/24	Communities	Economy & Place
3.2	<p>Building on our pandemic recovery work, continue to implement a business support programme to address specific barriers to business growth including:</p> <ul style="list-style-type: none"> ○ Pre-start support for new business ideas. ○ Start-up support for new businesses. ○ Support for businesses looking to access finance. ○ Support for tech-based and other innovation-led businesses. ○ Specialist sector support including a dedicated programme to support the recovery and future growth of the tourism and leisure sector. ○ Innovation advice and support. ○ A comprehensive programme of business loans and grants. ○ Support and brokerage on skills, apprenticeships and recruitment. 	2022-24	Communities	Economy & Place
3.3	<p>Work with partners to secure funding from the UK Shared Prosperity Fund and other Government programmes for Warwickshire for business support and employment & skills programmes.</p>	2022-24	Communities	Economy & Place

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
3.4	Promote Warwickshire and secure inward investment by developing and delivering Sector Growth Plans for our key priority sectors; automotive, advanced engineering & manufacturing, digital creative and tourism.	October 2022 Delivery 2022-24	Communities	Economy & Place
3.5	<p>Work with our partners and businesses to transition towards a goal of decarbonising the Warwickshire economy including:</p> <ul style="list-style-type: none"> Supporting Coventry City Council and Coventry University with the delivery of the Coventry and Warwickshire Green Business Programme to maximise take-up of the support by Warwickshire businesses. Working with Sustainability West Midlands to deliver a programme of awareness raising webinars for Warwickshire businesses. Working with partners to develop and commission a future programme to support Warwickshire businesses with the transition towards a net zero economy and the growth of the low carbon sector in Warwickshire. 	<p>June 2023</p> <p>May 2022</p> <p>During 2022/23</p>	Communities	Economy & Place
3.6	<p>Work with our world class universities on research and development (R&D) to power growth and innovation including:</p> <ul style="list-style-type: none"> Working with Coventry City Council and Coventry University to deliver the Coventry and Warwickshire Innovation Programme. Working with the University of Warwick Science Park to deliver the “Business Ready” programme. Working with partners to develop and commission a future programme to support R&D and innovation with a focus on commercialising research and encouraging collaboration between Small & Medium Enterprises (SMEs) and research institutions. 	<p>2022/24</p> <p>During 2022/23</p>	Communities	Economy & Place
3.7	Develop, commission, manage and (where appropriate) deliver a range of skills programmes and initiatives which help ensure an appropriately skilled population can access well-paid jobs to include:	During 2022/23	Communities	Economy & Place / Children, Families & Education

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
	<ul style="list-style-type: none"> ○ Delivering our Fair Chance Employers and Supported Employment programme to support Warwickshire employers to break down the barriers to sustainable employment and consider employing those further from the job market. ○ Launching the new delivery model for employment support for people with learning disabilities or who are on the autistic spectrum who want to work, through our Warwickshire Employment Support Team (WEST). ○ Providing a digital marketplace for career opportunities in Warwickshire to be showcased in an accessible way which will provide opportunity for over 10,000 15-25 year olds, help businesses market their careers and provide schools with career resources. ○ Offering the Warwickshire Apprenticeships Support programme to employers to increase the take up of Apprenticeships across the County by sharing Apprenticeship Levy funds with external businesses. ○ Work with local businesses, partners and stakeholders to refresh the Council's Careers Strategy, addressing the post-pandemic recruitment challenges and identifying the future skills agenda to ensure Warwickshire residents are able to access careers and learning which deliver sustainable employment and meet the future demands of the Warwickshire economy. ○ Through the "My World of Work" programme, support consistent and high-quality careers provision through showcasing future careers opportunities and informing young people about the range of careers pathways available to raise aspirations and support positive transition from education into employment. 			
3.8	<p>Attract tourism and maximise the benefits of Warwickshire's magnificent heritage, culture and visitor economy to include a focus on:</p> <ul style="list-style-type: none"> ○ Progressing the Warwickshire County Council (WCC) Heritage & Culture Action Plan with the 2022/23 Action Plan and Steering Group revised and in place and the Year 1 actions delivered. ○ Working with partners to create a Tourism Sector Growth Plan for Warwickshire to inform our future programme of work to support the sector. 	<p>During 2022/23</p> <p>During 2022/23</p>	<p>Business & Customer Services Communities</p>	<p>Environment, Climate & Culture / Economy & Place</p>

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
3.9	Work collaboratively with the organisers of the Commonwealth Games to deliver a successful Games by supporting the key sporting events taking place in Warwickshire. Showcase Warwickshire and enable opportunities for economic benefit, public engagement and skills development arising from a major sporting event.	Summer 2022	Communities	Environment, Climate & Culture
3.10	<p>Explore place-based opportunities to deliver regeneration and improve social mobility as part of the Levelling-Up strategy to include.</p> <ul style="list-style-type: none"> ○ Developing the Leamington Transformation Framework, alongside Warwick District Council and Leamington Town Council, specifically looking at place making and accessibility in the town centre. ○ Delivery of the Transforming Nuneaton programme, specifically Abbey Green Cycle Route and a new public realm and wayfinding project. 	<p>During 2022/23 March 2023</p> <p>March 2023 Jan 2024</p>	Communities	Economy & Place



Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero

Our objectives from the Council Plan 2022-27:

- Producing, with public sector, business and voluntary sector partners and Government, a costed plan and trajectory for the County to be net zero no later than 2050, that is clear with Government about resources and support necessary to deliver national and local aspirations on net zero.
- Becoming a net zero Council by 2030, focusing particularly on our buildings and fleet.
- Through our 'Green Shoots' community climate change fund, and engagement with communities and partners, enabling residents to decarbonise and change their behaviours to mitigate the climate emergency.
- Promoting biodiversity and safeguarding natural species, habitats and areas by implementing our commitment to ensure a tree is planted for every resident by 2030 and improving biodiversity net gain.
- Embedding our plans to develop a sustainable economy by promoting local shopping, active travel and sustainable transport systems.
- Minimising waste, increasing re-use and recycling
- Engaging creatively with the public through our 'Voice of Warwickshire' citizens' panel and other approaches. This will ensure that our actions to encourage behaviour and lifestyle changes in the push for net zero, are informed by residents.
- Supporting the UN Sustainable Development Goals by embedding those areas relevant to us in our Climate Action Plan and tracking our progress.

Our Key Business Measures for this Area of Focus

<ul style="list-style-type: none">• No. Annual scope 1 & 2 carbon reduction (tonnes of carbon)• % of household waste re-used, recycled and composted	<ul style="list-style-type: none">• No. of tonnes of carbon emitted by the Council as a waste disposal authority• Net carbon emissions for Council (scope 1&2 plus staff business travel)• % habitat biodiversity net gain in WCC rural estate	<ul style="list-style-type: none">• Annual Change in soil and vegetation carbon storage by habitat (tonnes of Carbon per hectare) in WCC rural settings• Proportion of capital programme total spend allocated to Sustainable Futures
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No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
4.1	Develop a sustainable futures strategy, carbon reduction plan and costed action plan, engaging creatively with residents, partners and stakeholders, to achieve the goal of: <ul style="list-style-type: none"> being a net zero council by 2030. being a net zero County by 2050 (informed by the UN Sustainable Development Goals). 	October 2022	Commissioning Support Unit	Environment, Climate & Culture
4.2	Engage widely on our Sustainable Futures strategy and to develop our delivery plans with the involvement of key stakeholders, groups and partners.	During 2022 / 23	Commissioning Support Unit	Environment, Climate & Culture
4.3	Develop and deliver on our plans to decarbonise our Council buildings with our carbon reduction target developed and agreed as part of our sustainable futures strategy.	During 2022/23	Enabling Services / Governance & Policy	Environment, Climate & Culture / Property & Finance
4.4	Progress with plans on sustainable transport to include: <ul style="list-style-type: none"> Develop a strategy and action plan to move our Council fleet to sustainable energy. Explore opportunities with partner organisations to introduce more sustainable public transport options. Engage with the Government's strategy for Electric Vehicle (EV) Charging and seek funding through government schemes for EV developments. Implement a pilot to assess the suitability of delivering on street, residential EV charge points using existing street lighting connections with up to 9 points to be delivered as part of a trial in 2022/23 Investigate the development and implementation of rural charging hubs in Warwickshire. Work closely with District and Borough authorities to aid further delivery of charge points in off-street carparks. 	During 2022/23	Environment Services Communities	Transport & Planning / Environment, Climate & Culture

4.5	<p>Move forward with renewable energy initiatives to include:</p> <ul style="list-style-type: none"> ○ a 3-year programme to implement a Solar Panel purchasing scheme for Warwickshire homeowners with a target of 1,200 installations completed in total. ○ Explore opportunities with District and Borough Councils and partners to develop a scheme to support residents make choices and take action within their homes to become carbon neutral. ○ Create a 3-5 year plan for commercial renewable energy initiatives. 	<p>2022-24</p> <p>By March 2023</p> <p>During 2022/23</p>	Governance & Policy / Commissioning Support Unit / Finance	Environment, Climate & Culture
4.6	Continue to promote and fund local community climate mitigation projects through our Green Shoots Fund with a particular focus on those areas which were under-represented in the first round of projects. Distribute circa £300K funding through a competitive bidding process for projects in 2022/23.	During 2022/23	Commissioning Support Unit	Environment, Climate & Culture
4.7	<p>Increase our approach to Natural Capital by using the biodiversity net gain initiative to increase our rural tree planting scheme with a target to:</p> <ul style="list-style-type: none"> ○ Plant 10 hectares of woodland in the first year (2022/23) ○ Plant 2,000 standard hedgerow trees (or small copses) on Council land by March 2023. (Subject to the award of a Local Authority Treescape Fund (LATF) bid) ○ Plant an accumulated 30 hectares of woodland by March 2024. ○ Explore the creation of a tree nursery on Council land to ensure the supply of trees in future years. ○ Maximise our contribution to the Queen's Green Canopy (part of the Platinum Jubilee initiatives). ○ Implement a woodland tree strategy for Warwickshire with our partners. 	<p>By March 2023</p> <p>By March 2024</p> <p>During 2022</p> <p>During 2022/23</p>	Environment Services	Environment, Climate & Culture
4.8	<p>Continue to take action to promote recycling:</p> <ul style="list-style-type: none"> ○ Review and refresh the joint waste strategy and action plan for Warwickshire with our partners ○ Deliver an annual campaign of communications and activities to encourage further waste recycling across the county. ○ Work with Warwick District Council and Stratford District Council to introduce a new kerbside recycling scheme including food waste. 	<p>During 2022 /23</p> <p>Launch Aug 2022</p>	Communities	Environment, Climate & Culture

4.9	Commission a research study to review possible adaptation impacts from climate change on three priority business service areas to include Flooding. Review the findings to inform any policy or service changes required.	October 2022	Commissioning Support Unit	Environment, Climate & Culture
4.10	Maximise the potential that our Country Parks can provide in terms of green spaces, biodiversity, health and wellbeing, outdoor education; and develop plans for improved commercial opportunities within our Parks with proposals to be considered by Cabinet by Autumn 2022.	Autumn 2022	Communities	Environment, Climate & Culture



Deliver our Child Friendly Warwickshire strategy - heard, safe, healthy, skilled, happy children.

Our objectives from the Council Plan 2022-27:



We want all children in Warwickshire to be...



HEARD



SAFE



HEALTHY



SKILLED



HAPPY

- Supporting children and young people to remain happy, healthy and resilient by promoting physical and mental wellbeing.
- Ensuring children and young people are safe from harm and the most vulnerable are protected.
- Supporting families to make positive changes so that children have better life outcomes.
- Supporting young people to be heard, be active citizens and contribute to adult life. • Providing easy access to local multi agency support for the whole family through the development of Family Hubs
- Working with our NHS partners to tackle waiting times for Autism Spectrum Disorder assessments and provision.
- Through our Fair Chance Employer initiative and employment support services, creating opportunities for people with SEND, particularly those with Autism Spectrum Disorder, to progress to sustainable employment.

Our Key Business Measures for this Area of Focus

<ul style="list-style-type: none"> No. of children subject to a Child Protection Plan No. of children with an open Child in Need category including Child Protection Plans and Children in Care No. of Children in Care excluding unaccompanied asylum seeking children 	<ul style="list-style-type: none"> % of Women who smoke at the time of delivery across Warwickshire % of children receiving a 6-8 Week Health Check % Population vaccination coverage – Measles, mumps and rubella (MMR) 5 years old 	<ul style="list-style-type: none"> No. of hospital admissions for intentional self-harm in children (10-24 year old) No. of under 18 hospital admissions for alcohol, per 100,000 population % of care leavers (Relevant and Former Relevant 16-21) who are not in education, employment and training (NEET)
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No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
5.1	Establish and implement a Children's Services Sustainability and Improvement plan, that maintains "good" graded services (Ofsted Inspection published February 2022) addressing areas for improvement and maintain the new ways of working implemented by the £12m Children's Change Fund received 2020-2023 from the Council and the Department for Education (DfE).	Plan agreed April 2022 and implemented by January 2023	Children & Families	Children Families & Education
5.2	Open our first Family Hub at the Wheelwright Lane Centre which will specialise in support for children, young people and their families with Special Educational Needs and Disabilities (SEND) and Social Emotional Mental Health (SEMH) issues.	December 2022	Children & Families	Children Families & Education
5.3	Increase access to Early Help and Targeted Youth Work: <ul style="list-style-type: none"> Open the new Youth Centre in Bedworth. Increase youth outreach work on the streets through the Youth Service bus being out and about in all communities. Provide free youth services led support in schools. Establish capital programme to improve and extend capacity at Youth & Community Centres and Children & Family Centres. Continue to provide free parenting courses and advice, including exploration of new parenting approaches. Further increase timely access to brokerage and family support workers. Provide a warm welcome and support to navigate services for refugees from Ukraine and other countries moving to Warwickshire. 	June 2022 July 2022 April 2022 October 2022 September 2022 January 2023 April 2023	Children & Families	Children Families & Education
5.4	Continue to implement and evaluate Warwickshire Family Values (Council & DfE funded until 2023): <ul style="list-style-type: none"> Sustain and develop the Caring Dads offer to improve our engagement with fathers to improve the lives of children. Extend our use of Family Group Conferences (FGC) by guaranteeing access to an FGC for all children on the edge of care and subject to a child protection plan. 	April 2022 May 2022	Children & Families	Children Families & Education

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
	<ul style="list-style-type: none"> Continue to train Children's Services and other professionals in Restorative Practice. 	March 2023		
5.5	<p>Continue to identify and protect children at risk of abuse and neglect:</p> <ul style="list-style-type: none"> Provide advanced training to council and key partner agencies in County Lines and Child Exploitation. Evaluate and seek to sustain Family Drug & Alcohol Court (funded by DfE until March 2023) Evaluate and seek to extend across the county Warwickshire Family Safeguarding being piloted in the north of the county, which integrates professionals specialising in mental health, substance misuse and domestic abuse with children's services social workers. Improve the timeliness of Children and Family Assessments. Improve the timeliness of work undertaken pre-proceedings & continue to use this mechanism to divert from care proceedings. Review and implement new integrated Adolescent Support Team, to reduce homelessness, missing episodes and divert adolescents from entering care. 	<p>September 2022 March 2023</p> <p>March 2023</p> <p>June 2022 September 2022</p> <p>July 2022</p>	Children & Families	Children Families & Education
5.6	<p>Improve stability and outcomes for young offenders, children in care and care experienced young people:</p> <ul style="list-style-type: none"> Ensure that Youth Justice and Children in Care Teams are sensitive to all aspects of diversity and work to address unfavourable disproportionality in the system. Increase the number of Warwickshire foster carers by 2% by 2027. Open our first Children's Home and identify properties for three other homes open by December 2023. Implement new placement hub to identify the best homes for children in care and increase wrap around support for foster carers and children in care. Review and improve the quality of supported accommodation for 16 –24 year olds in line with new legislation. 	<p>March 2023</p> <p>From Apr 22 Sept 2022</p> <p>From Apr 2022 March 2023</p>	Children & Families/People Strategy & Commissioning	Children Families & Education / Fire & Rescue and Community Safety

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
5.7	<p>Working alongside Coventry & Warwickshire Partnership Trust and other partner agencies develop a Warwickshire & Coventry Children & Young People's Mental Health Improvement Strategy and action plan:</p> <ul style="list-style-type: none"> Further explore and establish action plan for alternative methods to identify, assess, diagnose and support autistic children, to reduce assessment waiting times. Further develop the mental health in schools trailblazers programme. Continue to develop the eating disorder pathway and services. Establish an 18-25 transitional offer for those moving from children/ young people's service into adult mental health service Strengthen support for vulnerable children and young people including those in crisis, looked after children, those with autism, Learning Disabilities and young offenders. 	<p>Sept 2022</p> <p>Dec 2022 Dec 2022 March 2023</p> <p>Dec 2022</p>	Children & Families/People Strategy & Commissioning	Children Families & Education
5.8	<p>Implement the Tackling Social Inequalities Strategy action plan:</p> <ul style="list-style-type: none"> Increase the number of children accessing Holiday and Food (HAF) scheme. Continue to provide support to families experiencing negative impact of increased cost of living through advice and support to maximise income and other measures to address fuel, food and digital inequality. 	<p>Sept 2022 From April 2022</p>	Children & Families/People Strategy & Commissioning	Children Families & Education
5.9	<p>Improve the health of children and young people in Warwickshire:</p> <ul style="list-style-type: none"> Deliver the Child Accident Prevention work programme in partnership with key stakeholders. Work with partners to deliver "50 things to do before you're 5" project to highlight developmental learning and Warwickshire place-based activities for children to engage with; undertake a "Healthy movers" pilot project to improve physical activity in early years settings; develop a place-based approach to reducing obesity in the early years through a steering group. Coordinate a targeted project focused on piloting a community-based Health Champions programme across 3 priorities (childhood obesity, child poverty, Black and Asian and under- represented ethnic communities). 	<p>Sept 2022</p> <p>Jan 2023</p> <p>Sept 2022</p>	Children & Families/People Strategy & Commissioning / Education Services	Children Families & Education / Adult Social Care & Health



Through education, improve life opportunities for children, young people and those with special educational needs

Our objectives from the Council Plan 2022-27:

- Supporting early years providers to enable all young children to be ready for school and to achieve their potential, particularly those from disadvantaged backgrounds.
- Supporting children to achieve at all levels of learning; to be well prepared for the future of work and have skills for life.
- Ensuring that we have sufficient early years and school places to meet the demographic needs of the County.
- Working with local universities and other partners to improve educational attainment and social mobility, particularly focusing on areas of the County where educational attainment is lower, for example implementation of the Nuneaton Education Strategy.
- Helping our children and young people to catch up on their education post COIVD-19.
- Supporting everyone with special educational needs to fulfil their potential. Transforming our SEND provision, through our change programme and universal offer through co-production and building on relationships with parents, carers and learners.

Our Key Business Measures for this Area of Focus

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| <ul style="list-style-type: none">• % of Early Years providers graded as Good or Outstanding• % uptake of places for eligible 2 years olds• % of children accessing 3 & 4 year old entitlement• % Good and Outstanding Maintained Primary Schools• % of top three school place primary & secondary preferences• Key Stage 2: % of children looked after achieving the expected standard for combined reading, writing and maths | <ul style="list-style-type: none">• Key Stage 4: % of children looked after achieving grades 5 or above in English and maths GCSEs• Dedicated School Grant High Needs % overspend compared to DSG recovery plan• % of schools with a deficit budget• % of people with Special Educational Needs and Disabilities supported by Warwickshire Employment Support Team moving into employment | <ul style="list-style-type: none">• % of children and young people with an Education, Health and Care Plan attending a mainstream school• No. of education settings engaged with the support available to them through the Outdoor Education and Learning Strategy• % of 16–17-year-olds participating in education and training• % of 19 year olds qualified to Level 2 including English and Maths• No. of new school places delivered compared to target need |
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No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
6.1	<p>Work with partners and early years providers to tailor support to improve outcomes for children at the end of Reception to secure school readiness for all Warwickshire children and increase the take up of funded 2-year-old places to include:</p> <ul style="list-style-type: none"> Providing more subsidised places on Early Years training. Increasing the number of practitioners who attend the Early Years Aspiration Networks to share peer support. Improving transition arrangements for children moving from nursery to reception. 	During 2022/23	Education Services	Children Families & Education
6.2	<p>Work with education settings to continue to secure good quality education and improve academic outcomes for children in care by ensuring prompt intervention and effective support and challenge through delivering a programme of monitoring visits against identified priorities and providing support to designated teachers.</p>	During 2022/23	Education Services	Children Families & Education
6.3	<p>Work with our local universities, colleges, schools and partners to improve young people's aspiration for further and higher education opportunities including:</p> <ul style="list-style-type: none"> Participating as part of the "Think Higher" outreach programme. Developing an options appraisal on the potential for the County Council to further work with local universities and other partners to improve education attainment and social mobility, particularly focussing on areas of the county where educational attainment is lower. 	During 2022/23	Education Services	Children Families & Education
6.4	<p>Deliver the strategy and action plan with partners to support young people in Nuneaton to achieve higher educational attainment and outcomes including:</p> <ul style="list-style-type: none"> Supporting the work of the Nuneaton Education Alliance which provides free resources for all schools in Nuneaton with training for school staff on a variety of subjects, including detailed autism training, and training on learning behaviours. Working with colleges to improve information given to school leavers around post 16 study options, setting up a Nuneaton Careers Alliance to allow careers teachers networking opportunities with careers advice providers and working 	<p>2022-24</p> <p>During 2022</p>	Education Services	Children Families & Education

	with North Warwickshire and South Leicestershire college to provide free events on careers in science, technology, engineering and maths.			
6.5	<p>Ensure high quality school places are provided across the County where they are needed by:</p> <ul style="list-style-type: none"> ○ Reviewing the school sufficiency strategy to develop a refreshed pipeline capital programme to meet the projected demand for school places, aligned to anticipated population and housing growth in the County. ○ Implementing a schools capital programme to meet the demand for school places including additional new school places delivered by September 2022. ○ Building a new all-through School and Nursery at Oakley Grove for South Leamington/ Warwick anticipated by September 2024. ○ In line with the Schools Admissions Code, respond to the immediate need for school places to accommodate children and families arriving in Warwickshire under the Homes for Ukraine scheme (and other refugees) and ensure those children can settle into an education setting and be supported to learn well. ○ Commencing a review of special schools and resource units in mainstream schools to assess current capacity and the need for future provision for Children and Young People with Special Educational Needs and Disabilities. 	<p>During 2022/23</p> <p>By Sept 2022</p> <p>Anticipate by Sept 2024</p> <p>During 2022/23</p>	<p>Education Services/ Governance & Policy/ Enabling Services</p> <p>Education Services</p>	<p>Children Families & Education</p> <p>Finance & Property</p>
6.6	<p>Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSOA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones:</p> <ul style="list-style-type: none"> ○ Reduce waiting times for autism diagnostic assessments with the longest wait for a diagnostic assessment reduced from 242 weeks to 13 weeks or lower by September 2024. ○ Develop a pathway of support for children, young people and adults awaiting a diagnostic assessment and/or post autism diagnosis that meets their needs. ○ Strengthen relationships with parents and carers to build trust and confidence in the SEND system by developing an effective approach to communication and a whole system approach to co-production at a strategic level. 	<p>By Sept 2024</p> <p>During 2022/23</p>	<p>Education Services</p> <p>(led by the Coventry and Warwickshire Clinical Commissioning Group)</p> <p>Education Services</p>	<p>Children Families & Education</p>

	<ul style="list-style-type: none"> ○ Improve mainstream school leaders' understanding of why the placement of some children needs to be addressed by co-producing an inclusion charter with school leaders for children and young people. ○ Increase knowledge and confidence of primary and secondary school staff by developing a robust training programme for SEND across Warwickshire. ○ Further develop the role of the Area Analysis Group (AAG) and Education Challenge Board to enable challenge and support for school leaders. ○ Review the quality of the online SEND local offer by ensuring all information is relevant and up to date so that families, key stakeholders and professionals can be signposted to information. ○ Ensure the effective delivery of services across SEND and Inclusion by reviewing current service delivery, engaging in a public consultation and implementing a future operating model. 	<p>During 2022</p> <p>Consult in Sept 2022</p>		
6.7	<p>Improve our Education, Training & Employment outcomes for young people and residents across the County by:</p> <ul style="list-style-type: none"> ○ Working with partners to support young people aged 16-18 (up to 25 for young people with SEND) into Education, Employment or Training. ○ Offering targeted support to any young person identified as not in education, employment or training (NEET). ○ Increasing learner numbers on Adult Education Courses (ACL) by widening participation through a targeted approach. Increase take-up from a baseline of 2,630 in academic year 2020/21 to 2,800 in 2021/22. 	<p>During 2022/23</p> <p>During 2022</p>	Education Services	Children Families & Education
6.8	<p>Support young people and schools catch up on learning from Covid-19 by supporting schools with peer support initiatives to include:</p> <ul style="list-style-type: none"> ○ A programme of visits to identified schools from an experienced Head Teacher to support curriculum recovery, identifying children needing support and other interventions with the activity evaluated against the Quality of Education strand of the OFSTED criteria. ○ Encouraging schools requiring support to engage with locality-based consortia groups where small groups of schools and governors can have supportive and challenging conversations about self-evaluation of performance. 	During 2022/23	Education Services	Children Families & Education

	<ul style="list-style-type: none"> ○ Reviewing the latest schools performance data due to be published (not available since 2019 due to the pandemic) at each of the key stages from Early Years to Key Stage 3 and 4 and allocating support to schools to address identified areas requiring performance improvement. ○ Implementing a programme of support interventions for new and existing Head Teachers including weekly team briefings, communications, wellbeing support and opportunities for Head Teachers to ask for specific support according to individual needs. 			
6.9	Launch Warwickshire's Outdoor Education & Learning Strategy that will promote and support education settings to deliver and/or access a range of outdoor opportunities and develop and implement its delivery plan.	During 2022	Education Services	Children Families & Education
6.10	Provide support to Safeguarding in Education by contributing to a programme of audits to ensure safeguarding policy, practice and arrangements in schools and settings.	During 2022/23	Education Services	Children Families & Education



Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities

Our objectives from the Council Plan 2022-27:

- Supporting the most vulnerable and disadvantaged adults to live independently, and in good health by building on their strengths, while reducing the need for hospital or long-term care.
- Supporting and safeguarding those in care, ensuring the health and social care system helps Warwickshire contain COVID-19 as we learn to live with it, and help people's recovery and access to services.
- Working with partners and communities to support people who are homeless and to improve access to services.
- Reducing inequalities in health outcomes by acting on the wider determinants of health, targeting support for healthy, physically active lifestyles where it is most needed.
- Targeting action towards the areas and population groups with the highest gaps in life expectancy and poorest health outcomes.
- Ensuring sustainable access to services and support for those who need it the most such as addressing food poverty through the Warwickshire Food Forum.
- Working with our partners to deliver an integrated approach to mental and physical health and social care across the County in line with the implementation of the new Integrated Care System in Warwickshire.
- Ensuring health and wellbeing is integral to all aspects of the Council's work and across our strategic priorities.
- Promoting financial and digital inclusion, targeting help to those most economically vulnerable.

Our Key Business Measures for this Area of Focus

<ul style="list-style-type: none"> • % of people open to Adult Social Care with eligible needs living in the community with support over the age of 65 • % of people open to Adult Social Care with eligible needs living in the community with support under the age of 65 	<ul style="list-style-type: none"> • No. of carers in receipt of support on the final day of the reporting period • No. of people with a learning disability or autism in an inpatient unit commissioned by the Clinical Commissioning Groups 	<ul style="list-style-type: none"> • % of people living in fuel poverty • % smoking prevalence in adults • % of successful completions as a proportion of all in treatment (Opiates, Non Opiates, Alcohol and Alcohol & Non Opiates)
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<ul style="list-style-type: none"> No. of people supported to live independently through the provision of social care equipment 	<ul style="list-style-type: none"> % of applications made to the Warwickshire Local Welfare Scheme which are supported Extended measures for Welfare and Financial Inclusion 	<ul style="list-style-type: none"> No. of suicide rates for those aged 10 & over, per 100,000 population Under 18 conception rate per 1,000 females
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No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
7.1	Implement the response to the Government's new "Fair Cost of Care", Care Cap and Care Quality Commission Inspection requirements; and Develop a strategic plan for accommodation-based care services for adults, informed by a needs assessment, the Adult Social Care strategy, the national Cost of Care requirements and funding programmes.	2022-24 2022-24	Adult Social Care/People Strategy & Commissioning / Finance	Adult Social Care & Health
7.2	Work collaboratively with partners to implement the requirements of the new integrated care system so that there is greater join up between NHS and Council care records.	During 2022	Adult Social Care/People Strategy & Commissioning	Adult Social Care & Health
7.3	Support the development of Integrated Pathways including services and interventions for vulnerable people to include Falls, Stroke, Frailty, dementia and Hospital to Home: <ul style="list-style-type: none"> Propose and implement changes to the current Warwickshire health and social care discharge arrangements to reflect national hospital discharge policy and meet operational requirements. Launch the joint "Living Well with Dementia" strategy and work with key partners and stakeholders to deliver the action plan. Identify opportunities to enhance support for Stroke Survivors in the community by engaging in the system wide redesign of the approach to stroke care. Review the impact of the Warwickshire wide falls service for medium to high-risk fallers including identifying opportunities for working collaboratively with partners. 	2022/23 Sept 2022 From 2023 2022-2024	Adult Social Care/People Strategy & Commissioning	Adult Social Care & Health

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
7.4	Undertake a review of service provision, housing support and embed a revised referral approach for Short Term Vulnerable Adults.	2022-24	People Strategy & Commissioning	Adult Social Care & Health
7.5	Support vulnerable adults receiving the home care they need and meet increased demand by improving the brokerage activity carried out by the Domiciliary Care Referral Team; roll out the key principles to improve care Brokerage more widely across Adult Social Care.	March 2023	People Strategy & Commissioning	Adult Social Care & Health
7.6	<p>Improve the offer of Assistive Technology (AT) solutions to support people in Warwickshire to stay safe, healthy and independent to include:</p> <ul style="list-style-type: none"> ○ Implementing and reviewing 2 pilots that can demonstrate the range of opportunities to support customers to regain and maintain their independence. ○ Expanding the Assistive Technology offer in Warwickshire through procurement of a service to deliver a wide range of AT solutions, including life-line provision and self-assessment for customers wishing to purchase their own equipment. 	2022-24	People Strategy & Commissioning / Adult Social Care	Adult Social Care & Health
7.7	Refresh the Carers Strategy, working in partnership with Coventry City Council and other key partners to take an all-age approach, align with the Dementia strategy and include a place-based action plan.	2022-24	People Strategy & Commissioning	Adult Social Care & Health Children, Families & Education
7.8	<p>Improve the integrated support offer for people with learning disabilities and/or autistic people:</p> <ul style="list-style-type: none"> ○ Refresh and deliver an all-age joint strategic needs analysis and joint statement of intent for people with learning disabilities. ○ Lead the integrated commissioning activity to deliver Coventry and Warwickshire Learning Disability and Autism 3 Year Plan. 	2022-24	People Strategy & Commissioning	Adult Social Care & Health Children, Families & Education

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
7.9	Maintain an effective local public health response to Covid19 in line with the Local Outbreak Management Plan.	Ongoing	Public Health	Adult Social Care & Health
7.10	Support partners with the implementation of the Warwickshire Homelessness Strategy, including the continued commissioning of the Homeless Physical Health Nursing service and completing the Pathway Needs Assessments for all the local NHS trusts.	2022/23	Public Health	Adult Social Care & Health
7.11	<p>Promote the benefits of healthier lifestyle choices and provide effective services and support to enable people to make sustained improvements:</p> <ul style="list-style-type: none"> ○ Support the continued implementation of the national diabetes prevention programme working with partners and key stakeholders. ○ Mobilise the new Healthier Lifestyle services. ○ Implement the National Health Service England Prevention Programme, including the Tobacco Dependency and Digital Weight Management Programme. 	2022-24	People Strategy & Commissioning / Public Health	Adult Social Care & Health
7.12	<p>Work with the ethnically diverse community (including those coming into Warwickshire) to mitigate the elevated risk of the Covid-19 mortality and morbidity experienced by this community including:</p> <ul style="list-style-type: none"> ○ Our Connecting Communities Support Officers working directly with community groups to improve health engagement, health communication and understanding the barriers to accessing health interventions. ○ Coordinating a programme of grant funding to community organisations to enable local ownership of pandemic health recovery. ○ Facilitating a “Health Equity Group” with community residents and representatives to identify ways of closing the gap on health outcomes and address the health inequalities agenda. 	During 2022/23	Public Health	Adult Social Care & Health
7.13	Supporting those who need the most help to include:	2022/23	Business & Customer Services	Customer & Transformation

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
	<ul style="list-style-type: none"> Delivering the Household Support Grant in 2022/23, capturing learning to inform a review of the Warwickshire Local Welfare Scheme (to include options appraisal and costed model). Working with communities on the Community pantries "Stepping Forward" Ground-breaker project. 			
7.14	<p>Improve the mental health and well-being of adults living in Warwickshire:</p> <ul style="list-style-type: none"> Support the refresh and delivery of the multi-agency suicide prevention strategy for Coventry and Warwickshire. Mobilise the new Collaborative Partnership to deliver community based mental health support service across Warwickshire. Deliver a health programme to create connections between physical and mental health and to improve population wellbeing. Complete delivery of the Covid 19 Mental Wellbeing recovery and resilience programme and review the impact, sharing the findings with key stakeholders. 	<p>2022-24</p> <p>September 2022</p>	People Strategy & Commissioning/Public Health	Adult Social Care & Health
7.15	<p>Establish the strategic role of Extra Care Housing and Specialised Supported Housing in the Council's wider strategies for housing with support and its Adult Social Care Act duties to include:</p> <ul style="list-style-type: none"> Developing a 5-10 year plan for Council commissioning of Extra Care Housing and Residential/Nursing Homes that address issues of balance of services; projections of future demand; adequate capacity in key localities; affordability; innovative design e.g. to include 'Care Villages' & use of Council Capital/Land. Reviewing the impact of the Extra Care Housing (ECH) and Specialised Supported Housing (SSH/SHAD) programme to date and plan/commence Phase 2. 	2022-24	People Strategy & Commissioning / Adult Social Care	Adult Social Care & Health
7.16	Deliver the significant service provision changes that will be needed to meet the new Mental Capacity (Amendment) Act 2019, and its new Liberty Protection	2022-24	Adult Social Care	Adult Social Care & Health

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
	Safeguards (LPS) scheme that will supersede current consent arrangements for vulnerable people.			
7.17	Coordinate and lead the implementation of the Joint Health and Wellbeing Strategy with partners and embed a 'Health in all Policies' approach within Warwickshire County Council and across the wider health and care system.	2022/23	Public Health	Adult Social Care & Health
7.18	Develop a county-wide Digital Inclusion programme.	2022/23	Business & Customer Services	Customer & Transformation

Great Council and Partner:

Harnessing Community Power - Our objectives from the Council Plan 2022-27:

- Working with our partners and communities to develop a simple Community Powered Warwickshire offer to embed our community powered approach.
- Running innovative projects to test, and embed, our community power model.
- Developing an evaluation framework to track progress against the Community Powered Warwickshire offer, and we will convene an annual conference with communities and partners.
- Refreshing our approach to communications and engagement to support community powered approaches, including our new 'Voice of Warwickshire' residents' panel.

Our Key Business Measures for this Area of Focus		
<ul style="list-style-type: none"> % of positive media coverage Community Life Survey e.g. support networks, loneliness, well-being, area satisfaction, civic participation No. of people attending council-led events 	<ul style="list-style-type: none"> No. of community groups Total amount of money going into community groups % citizens agreeing "I feel like the council knows what's important to me" 	<ul style="list-style-type: none"> % citizens agreeing "I feel empowered to do things myself" % citizens agreeing "I feel like the Council involves me in the decisions that affect my community"

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
8.1	Create a "Stepping Forward" offer for Warwickshire with partners that embeds a community power approach.	During 2022	Governance & Policy	Environment Climate & Culture
8.2	Deliver the 5 "ground breaker" Community Power projects: <ul style="list-style-type: none"> Supporting local transformation and regeneration. Unlocking the skills and time of Council staff to support communities. Enabling collaborative working on highways, transport and road safety. Supporting wellbeing by drawing on what is available in local neighbourhoods. 	2022-24	Coordinated by Governance & Policy along with: Business & Community Services;	Environment Climate & Culture & multiple portfolio holders: Economy & Place, Transport

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
	<ul style="list-style-type: none"> ○ Combatting food inequalities through community pantries. 		Environment Services; Public Health	& Planning / Fire & Rescue and Community Safety
8.3	<p>Deliver a range of engagement and culture change initiatives to support the “Stepping Forward” programme to include:</p> <ul style="list-style-type: none"> ○ New mechanisms for engagement and partnership working to bring communities’ voices and experience into the heart of council direction and decision making. ○ An annual “Big Conversation” to create momentum, share learning and celebrate great examples of community power in action. ○ A culture change programme across the council to move to community orientated ways of thinking and working. ○ A peer learning approach to support Councillors to maximise the benefits of a community powered approach in their local communities. ○ An evaluation framework to assess the level and impact of community powered approaches across the County. 	During 2022/23	Governance & Policy	Environment Climate & Culture
8.4	Implement a refreshed approach to consultation and engagement with residents, stakeholders and partners on key policy areas with a programme of activities delivered over the year including through our “Voice of Warwickshire” panel.	During 2022/23	Commissioning Support Unit / Governance & Policy	
8.5	Use our £1m Social Impact Fund to empower and enable local communities to have the skills to lead change and build capacity in their priority areas.	During 2022/23	Business & Customer Services	Environment Climate & Culture
8.6	Create the conditions for greater volunteering and social action and provide tools to support the creation and development of Voluntary, Community and Social Enterprise groups.	During 2022/23	Business & Customer Services	Customer & Transformation / Environment Climate & Culture

Using our data and digital solutions to improve service delivery - Our objectives from the Council Plan 2022-27:

- Redesigning services to focus on prevention, improved outcomes and reduced cost through our customer experience programme.
- Developing and delivering our customer promise, making it easy for you to access our information and services, giving you a positive customer experience.
- Using evidence, data and insight to target resources and maximise performance.
- Using simple, clear and integrated digital technologies to improve service delivery.

Our Key Business Measures for this Area of Focus (Customer Experience measures in development)		
<ul style="list-style-type: none"> • Customer Effort Score • Customer Satisfaction • Speed of Response 	<ul style="list-style-type: none"> • Demand/ Failure Demand • % satisfaction with Customer Service Centre • % of Local Government and Social Care Ombudsman adverse determinations 	<ul style="list-style-type: none"> • % Net Variation of Outturn Forecasts to Revenue Budget (Whole Council) • % of green ratings against Value for Money (VFM) audit

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
9.1	Deliver our Customer Experience programme to improve how users of our services can have a better experience of interacting with the Council. Our initial focus will be on improving the following:	Between 2022 - 24	Enabling Services	Customer & Transformation
(a)	<ul style="list-style-type: none"> ○ School Places: Redesign the school admissions process to enable parents and carers to be supported to make a well- informed choice on their child's school place. 	During 2022/23	Business & Customer Services / Education Services	Customer & Transformation

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
(b)	<ul style="list-style-type: none"> ○ Home-to-School Transport: Build on our review of school admissions to undertake a complete end to end review of our Home to School Transport arrangements to support the provision of school places. 	During 2022/23	Education Services	Customer & Transformation / Transport & Planning
(c)	<ul style="list-style-type: none"> ○ Correspondence and Complaints: Change how we respond consistently across all our services to improve customer experience. 	During 2022/23	Business and Customer Services	Customer & Transformation
(d)	<ul style="list-style-type: none"> ○ Social Media: Consider how we can best use social media to gain insight and feedback about issues or concerns raised about Council services. 	During 2022/23	Business and Customer Services	Customer & Transformation
9.2	Deliver our digital Roadmap to improve automation and the provision of services while driving cost-reduction, with the first phase being the implementation of a new Customer Relationship Management system to ensure we can capture all the interactions we have with residents.	During 2022/23	Enabling Services	Customer & Transformation
9.3	Implement a single “cloud-based” contact telephony system that enables other modes of getting in touch with the Council (such as chat functionality).	By March 2023	Enabling Services	Customer & Transformation
9.4	Increase the number of payments to the Council able to be made electronically.	By March 2023	Finance	Customer & Transformation
9.5	Implement a refreshed and automated process for managing payments between the Council and care providers.	By Sept 2023	Adult Social Care	Adult Social Care & Health
9.6	Implement staff rostering, digital and technology improvements for our social care team supporting people with reablement needs, to help provide early intervention & prevention and reduce or delay the need for higher cost, ongoing packages of care.	By July 2023	Adult Social Care	Adult Social Care & Health
9.7	Improve the visibility of information between the Council and partners which will streamline, standardise and speed up referrals to Children's Services.	By Sept 2022	Children & Families	Children & Families

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
9.8	Deliver a programme of technology upgrades for Warwickshire Fire and Rescue Service to support operational performance and national compliance with standards including updating our operational management & risk management system for recording for fire risks and hazards in buildings and our mobile data terminals on fire appliances.	During 2022/23	Chief Fire Officer	Fire & Rescue and Community Safety
9.9	Implement a new Trading Standards IT system to support our Trading Standards team to continue to address issues of community safety and protection.	By April 2023	Environment Services	Fire & Rescue & Community Safety
9.10	Review our corporate wide approach to data management including: <ul style="list-style-type: none"> ○ Re-establishing the key accountabilities for data oversight across the Council; ○ Implementing an organisational culture change programme on effective data management; and ○ Refreshing our data assurance processes. 	During 2022/23	Commissioning Support Unit / Governance & Policy	Customer & Transformation

Our people and the way we work - Our objectives from the Council Plan 2022-27:

- Delivering our Equality, Diversity, and Inclusion programme to create a positive and welcoming culture in which everyone can thrive.
- Being a great employer with the right culture and leadership, recruiting and developing a talented, diverse and resilient workforce, whilst supporting their wellbeing.
- Striving to maintain high standards in everything we do.
- Investing in modern ways of working and redesigned core work settings.
- Developing the right skills and culture to support innovation, continuous improvement, our net zero ambitions and community-powered ways of working.

Our Key Business Measures for this Area of Focus (Customer Experience measures in development)		
<ul style="list-style-type: none"> % Employee Engagement Score % staff agreeing "The council's internal communication keep me informed of what the council is doing" 	<ul style="list-style-type: none"> % staff agreeing that they are proud to work for Warwickshire County Council % Employee Wellbeing score' % staff agreement with 'I feel safe to be my authentic self at work' 	<ul style="list-style-type: none"> No. of days sick absence per FTE (rolling 12 months) % occupancy rate of Warwickshire County Council office space % reduction of WCC Warwick Office space

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
10.1	Deliver our Equality Diversity and Inclusion (Our People Strategy) programme and embed through training and development.	During 2022/23	Enabling Services	Customer & Transformation
10.2	Deliver Year 2 of "Our People" strategy action plan in 2022/23 to include <ul style="list-style-type: none"> Supporting staff wellbeing and plans to achieve Silver "Thrive at work" accreditation. Undertaking a review of our culture to enable delivery of the Council plan and support our values and behaviours. 	During 2022/23	Governance & Policy	Customer & Transformation

No:	Our Key Deliverables for 2022-23 to 2023-24	Key Dates	Accountable Assistant Director	Portfolio Holder
	<ul style="list-style-type: none"> ○ Promoting working for the Council and addressing hard to recruit roles and staff retention. ○ Reviewing and refining our leadership development programme. 			
10.3	Deliver an Estates Master Plan for consideration by Cabinet during 2022/ 23 to make optimal use of our Warwick and Leamington Estate and which supports our new staff agile ways of working, enables efficient maintenance and provides opportunities for income generation, repurposing or savings.	During 2022/23	Governance & Policy / Enabling Services	Property & Finance
10.4	Develop a wider Estates Master Plan for the entirety of the Council's estate across the County which provides options on its optimal use	During 2023/24	Governance & Policy / Enabling Services	Property & Finance
10.5	Deliver an organisational development programme for our staff to cover community power, climate change, commercial knowledge and skills, Equality and Diversity and effective data management.	During 2022/23	Governance & Policy	Customer & Transformation